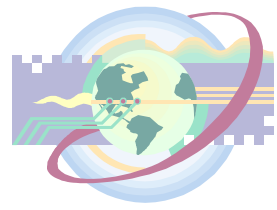# The DFCS Future State of Social Services Case Management

BPR/SACWIS Review and Update

Agenda

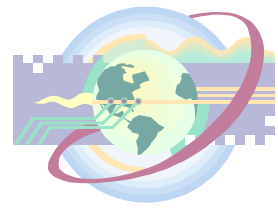I. **BPR – SACWIS**

   - **Overview**

   - **Work-to-Date**

II. **DFCS Case Management**

   - **Why a DFCS Practice Model**

   - **Selection Process**

   - **Selected Model**

III. **The Future State of Case Management**

   - **Intake**

   - **Investigate/Assessment**

   - **Case Planning/Ongoing Case Management**

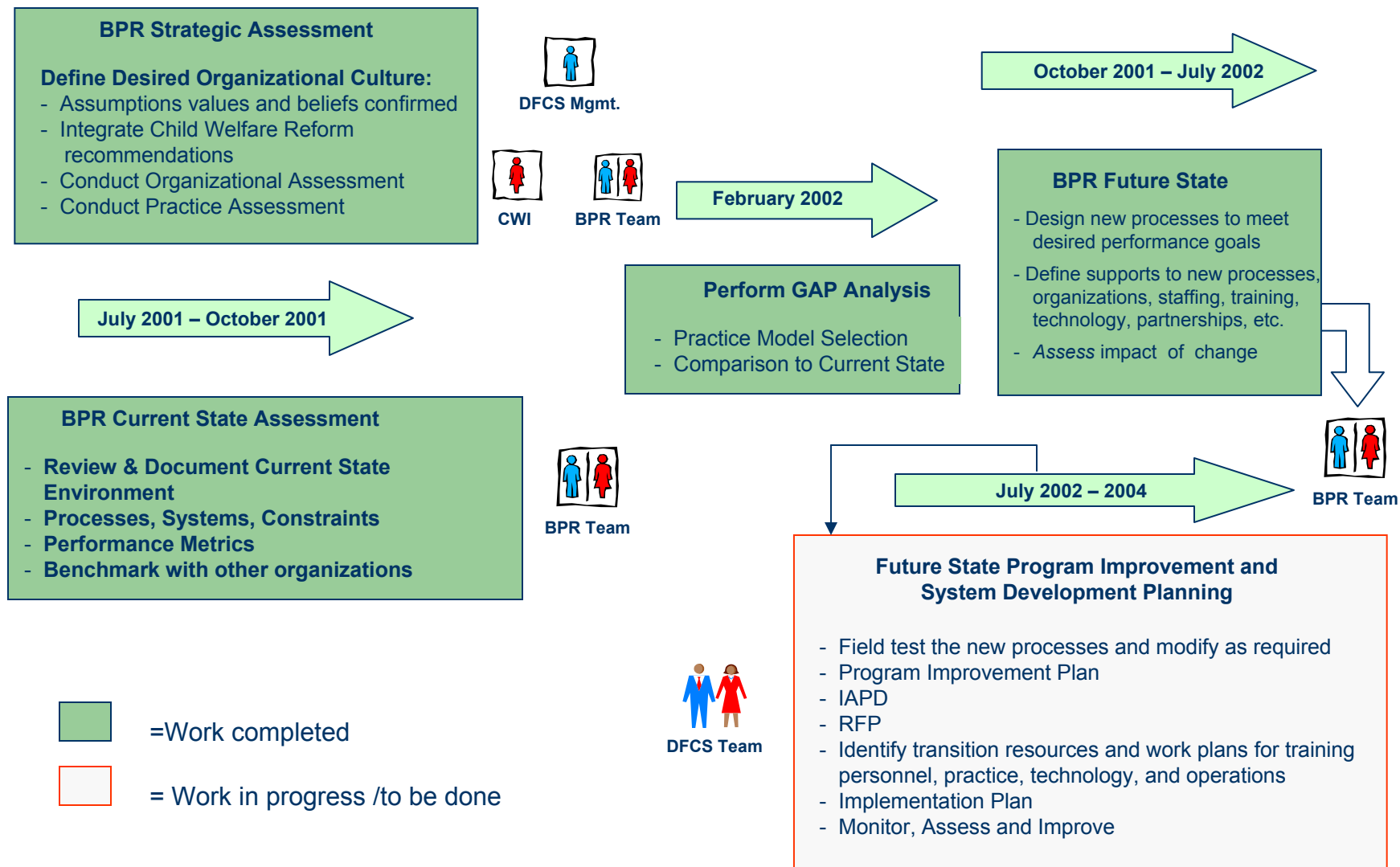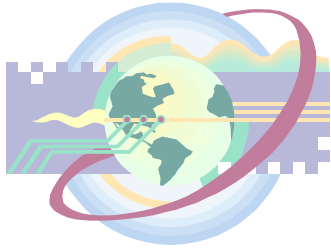   - **Community Relations/Partnership**

Agenda

IV. **Assessment**

V. **Outcomes**

VI. **Human Resources Support**

VII. **Technology**

VIII. **What's Different**

IX. **Future State Model Results**
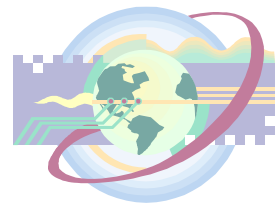
X. **Next Phase of Work**

DFCS BPR/SACWIS PLANNING APPROACH

BPR Strategic Assessment

Define Desired Organizational Culture:
- Assumptions values and beliefs confirmed
- Integrate Child Welfare Reform recommendations
- Conduct Organizational Assessment
- Conduct Practice Assessment

DFCS Mgmt.

CWI

BPR Team

October 2001 – July 2002

February 2002

BPR Future State

- Design new processes to meet desired performance goals
- Define supports to new processes, organizations, staffing, training, technology, partnerships, etc.
- *Assess* impact of change

July 2001 – October 2001

Perform GAP Analysis

- Practice Model Selection
- Comparison to Current State

BPR Current State Assessment

- **Review & Document Current State Environment**
- **Processes, Systems, Constraints**
- **Performance Metrics**
- **Benchmark with other organizations**

BPR Team

BPR Team

July 2002 – 2004

DFCS Team

Future State Program Improvement and System Development Planning

- Field test the new processes and modify as required
- Program Improvement Plan
- IAPD
- RFP
- Identify transition resources and work plans for training personnel, practice, technology, and operations
- Implementation Plan
- Monitor, Assess and Improve

=Work completed

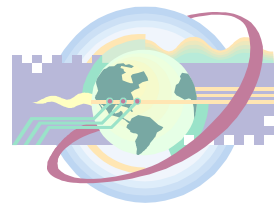= Work in progress /to be done

DFCS Practice Model

Professional Practice Model
Why does DFCS Need a Practice Model

- **Practice baseline assessment findings**
  - Little focus on engaging parents in development of service plan
  - Limited evidence that service plans are focused on resolving the reasons for state intervention
  - Limited focus on including service providers in case review meetings
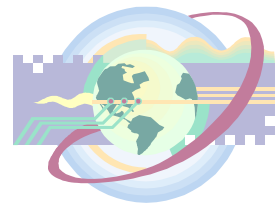 - Strengthen focus on developing open, productive relations with collateral case participants

Professional Practice Model
Why does DFCS Need a Practice Model *(continued)*

Child and Family Services Federal Review and Evaluation

- Georgia did not meet overall standards in the following areas:

  - Safety, permanency and well-being of children

  - Foster/adoptive parent licensing, recruitment, and retention

  - Service array

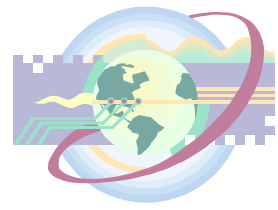 - Statewide information system

Professional Practice Model
Why does DFCS Need a Practice Model *(continued)*

- **Organization culture assessment**

  - Current culture noted as Passive Defensive Style with approval, conventional, dependent, avoidance characteristics

  - Needed changes noted

    - Clear idea of what we do

    - Policy Integration

    - Need a crystal clear mission

    - Need to understand agency limitations

    - Start functioning as a division rather than 159 counties

    - Training does not prepare staff for day to day realities

Professional Practice Model
Why does DFCS Need a Practice Model *(continued)*

- **Child Safety Initiative**

  - An independent task force appointed by the Governor found that Georgia has failed to implement substantive systemic changes and demand a level of accountability that might have improved the lives of the states most vulnerable children. A recommendation was made that three major actions needed to occur.
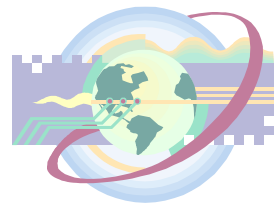
Professional Practice Model
Why does DFCS Need a Practice Model *(continued)*

- **The recommended actions are as follows:**

  - ➢ Organizational changes

  - ➢ Transformation in how the state and communities respond to vulnerable children and families

  - ➢ Establishment of both leadership and implementation oversight for the needed reforms

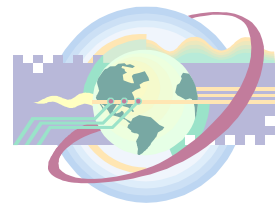**Safe Futures for Georgia's Children is the plan for making the recommended changes.**

Professional Practice Model

Definition

- A decision-making framework used to achieve particular outcomes that reflect the value, belief and assumption of organization

Purpose

- Sets guidelines/standards to promote consistency in practice management and service delivery
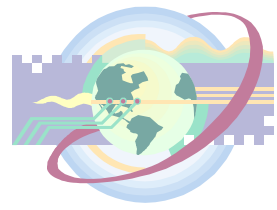
Elements of a Professional Practice Model

- Best Practice Standards

- Model Framework/Components

Professional Practice Model
Best Practice Standards

- Promote consistency in practice management and service delivery

- Link intervention to outcomes incorporating research and internal best practices

- Decrease learning curve for staff

- Increase case management standardization while still individualized
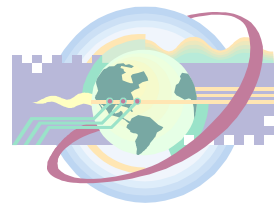
- Incorporating research and internal best practices

Professional Practice Model

Practice Model Components

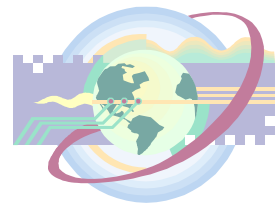### Components of a Professional Practice Model

- **Theoretical/Conceptual Component:**
  Underlying body of knowledge

- **Governance/Decision-Making Component:**
  Decision making (accountability)

- **Standards of Practice Component:**
  Skill levels, core competencies

Professional Practice Model
Practice Model Components *(continued)*

- **Professional Development Component:**

  Recruitment, training and career advancement systems

- **Research Component:**

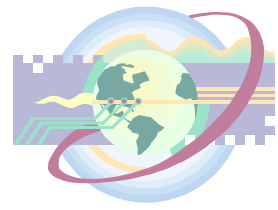 Incorporation of research and best internal practices

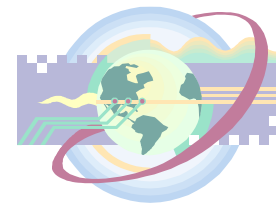# Professional Practice Model
Criteria for Selection

DFCS Management selected a Practice Model based on the following;

- ✓ Include all five practice model frame-work components

- ✓ Fit with Division's assumptions, values and beliefs

- ✓ Fit with characteristics of the desired organizational culture

# Georgia's Customer Focused Practice Model

Customer Focused Services
(families, partners)

- Services are designed/delivered to meet customers needs/priorities
- Services responds to customer perception and effectiveness of services
- Staff promote customer participation which will increase the likelihood of results
- Increases customer satisfaction
- Customer feedback actively solicited
- Collaboratively plan for new service needs with partners
- Case plans reflect provider, DFCS and family feedback
- Collaborative assessment with partners
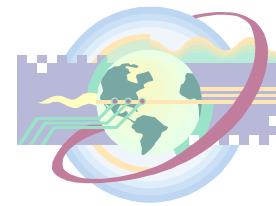
Customer Focused Services
Evidence Based Interventions

- Interventions are based on research and best practices

- Interventions link to goals and (safety, permanency and well being)

- Interventions link to expected outcomes

- Supports targeted use of resources

- Customize with family involvement

- Case plans reflect short term, long term goals/issues

- Services address issues/support goals

- Plans have timeframes and outcomes

- Best Practice Guidelines support intake, safety, screening, referral decisions and investigation substantiation
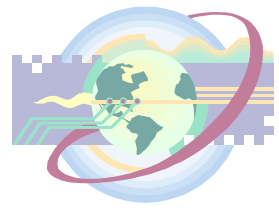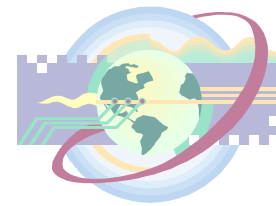
Customer Focused Services
Community-Based Service Delivery and Community Partnership

- Addresses DFCS external relationship issues identified by external stakeholders

- Community outreach to support improved knowledge of the agency and its services

- Community- based service delivery in order to improve access and integration of services

- Engagement of community partners to improve planning and increase service offerings/resources

- Periodic and consistent communications and involvement of external stakeholders

- Service integration with community partners

- Integrated community response
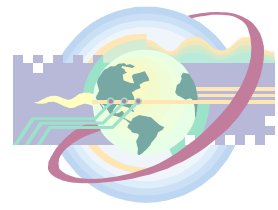
Customer Focused Services
Shared Decision Making

- **Participatory approach to decision making with case managers:**
  - **Families**
  - **Community Partners**
  - **Other Case Managers**
- **With Management**
  - **Other DFCS and DHR service providers**
  - **State and Federal Regulatory Agencies**
  - **Families assist in selection of services and timeframes**
  - **Case managers participate in peer case reviews**
  - **New services planned with partners**
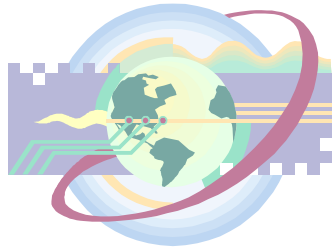
The Future State of Case Management

- ✓ Intake
- ✓ Investigation/Assessment
- ✓ Ongoing
- ✓ Partnerships
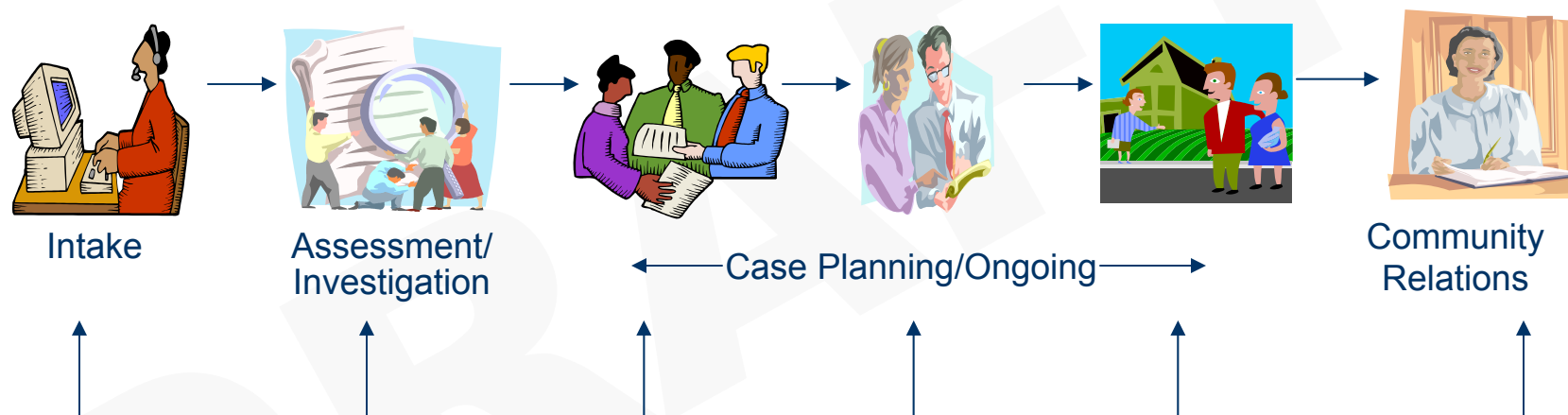
The Future State Case Management

Key Elements

- Community Partnerships (Safe Futures Initiative #2)
- Single point of contact for DFCS services and information
- Services Integration – Customers can access multiple programs
- Decentralized services – Services delivered in local community
- Continuity of Case Manager/Family Relationship
- Comprehensive Family Assessment – Initiated at intake, more specifics added in each program.
- Team Approach to Case Management
  - Mentoring New Staff
  - Joint Planning
  - Collaborative Assessment, Intervention, and Evaluation
- Focused Support to Foster/Adoptive Families from recruitment to permanency
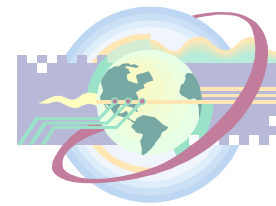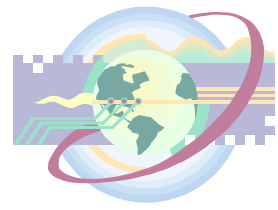
Customer Focused Services
How is it Different?

Intake → Assessment/Investigation → Case Planning/Ongoing → Community Relations

Meeting Customer's needs as they move through multiple programs. Consistency of case manager/family relationship. Service integration with providers. Single Assessment, Plan, and shared results.
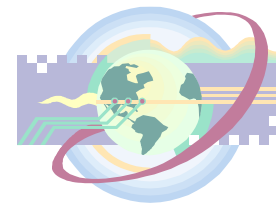
DFCS Case Management
Future State Functions

Intake

- Single point of contact for information and reporting.
  - Centralized intake supported by call/contact center
  - Centralized intake as part of HHS portal
- Abuse & Neglect Reports, Resource Development (foster/adoption inquiries), and Information & Referral are all addressed in one contact.
- Includes Early Intervention and Prevention
- Consistent application of abuse and neglect criteria and online documentation
- Consistent Service, Information Gathering, and accurate data entry
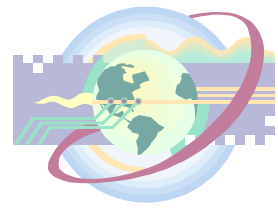- Access to historical data online

DFCS Case Management
Future State Functions

Investigation/Assessment

- Investigation – Timely response (24 hour, five day, etc.) and shorter cycle time to substantiation (two week target)

- Ongoing – Shorter time in ongoing (achieve permanency within a shorter time frame – 2 or 3 month target)

- Differentiated Response – High Risk/Low Risk

- Assessment

  - Family Assessment initiated at intake, developed in ongoing

  - Participative from the beginning – Involves family, partners, providers, other agencies, other DFCS Staff teaming together as needed.

  - Integrated assessment includes specialized assessments as needed (family self assessment, FPBP, child, medical, psychological, etc.)

  - Guides Service Planning and Interventions and identifies unmet needs

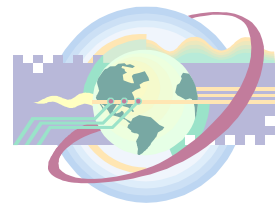- Safety and Risk Criteria addressed in each program and with occurrence of triggers.

DFCS Case Management
Future State Functions

Case Planning, Intervention, Evaluation

- Shared Information and collaborative planning, intervention, and evaluation with family, providers, partners, other agencies and across DFCS services and staff

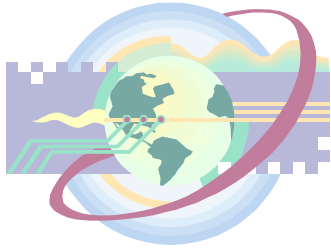- Evaluation and reporting of outcomes and unmet needs

DFCS Case Management
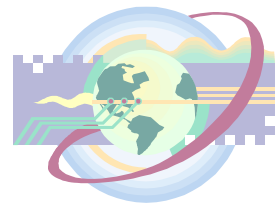## Future State Process - Functions

Community Relations (Safe Futures Initiative #2)

- Develop partnerships and resources in the community to meet the needs of families and children

- Maintain established partnerships

- Engage, inform, educate and learn (mutual exchange of information and open communication with community partners, families, providers, other agencies, and across DFCS services and staff)
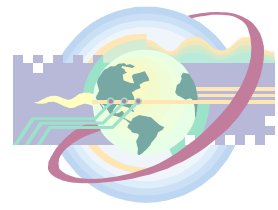
DFCS Case Management Future State Specific Assessment Approaches and Tools
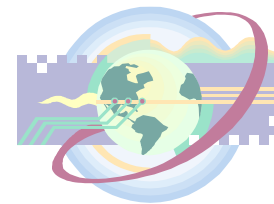
Goal/Focus of Assessments

- Support sound decision making concerning safety, risk, permanency and well-being strengthening families abilities to successfully care for children/adults in their care.

- Address four critical questions:
  1. Is change necessary?
  2. What must change and what actions are necessary to promote the change?
  3. Is change occurring and is the applied intervention working?
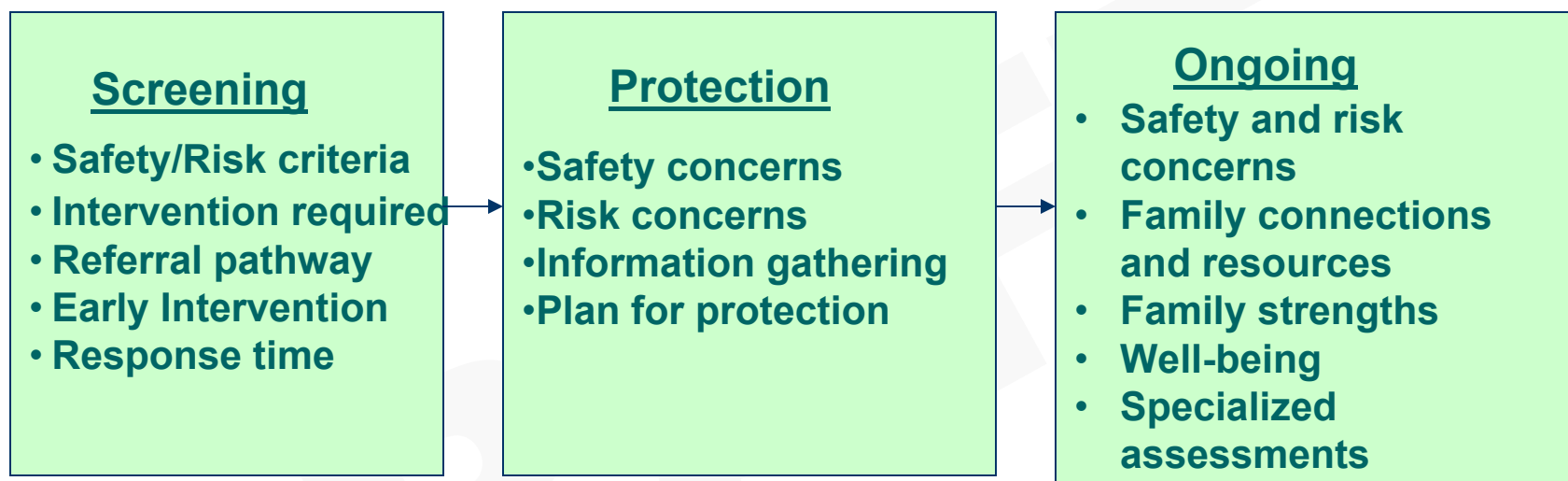 4. What is the likelihood for continued change?
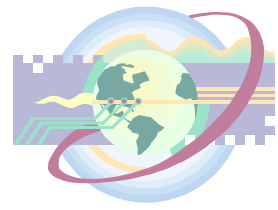
Future State – Tiered Assessment Approach

On-Going – Level 3

Protection – Level 2

Screening – Level 1

Future State Assessment Approach

| **Screening**	**Protection**	**Ongoing**
• Safety/Risk criteria • Intervention required • Referral pathway • Early Intervention • Response time	•Safety concerns •Risk concerns •Information gathering •Plan for protection	• Safety and risk concerns • Family connections and resources • Family strengths • Well-being • Specialized assessments

The future state assessment approach requires a "tiered" assessment process which focuses on reuse of information, reassessment of safety and risk criteria, as well as assistance in identifying specific issues that complicate caretaker(s) ability to protect and care for children and adults in need of protective services.
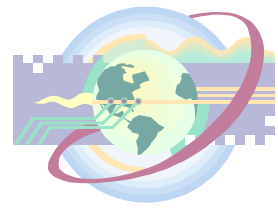
Summary of Assessment

Findings

- No one tool addresses criteria for all programs

- Most states developed their own Assessment tool.

- Reliability of SDM tool initially validated. Training and validation have not been ongoing

- There is no Assessment tool for APS or Foster Care

- Single assessment tools are generally developed using components from various assessment tools
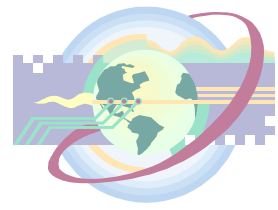
Summary of Assessment

Findings Continued…

- Tiered assessment will be helpful in identifying special issues that complicate the parent(s) and or caretaker(s) ability to protect and care for children and adults who are in need of protective services.

- With most tools being a combination of other tools, validation and reliability has been difficult to determine.   However, the safety and risk elements of SDM tool have been validated and determined reliable within the child welfare industry .
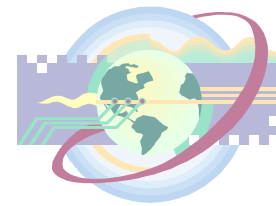
Future State Assessment Tool

Decision

- Revise Georgia's Structured Decision Making assessment tool to support integration across all programs as well as the recommended assessment approach.

- Develop annual reliability/validity evaluation program-compares GA to other states of like demographics, and compares statewide performance. Identify significant variances for reinforcement training/process.

- Incorporate evaluation as part of Evaluation and Reporting process.
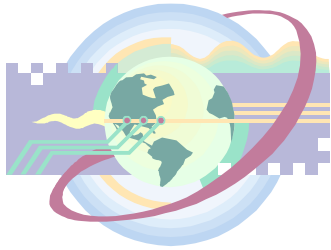
DFCS Future State Specific Outcomes Recommendations: Safe Futures # 1

Measurement & Case Management

Case Management is <u>both</u> a service delivery/coordination <u>and</u> information processing/reporting function.

CASE MANAGEMENT

WORK
(Services)

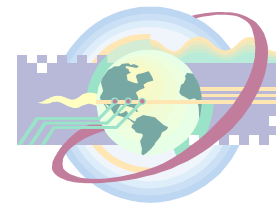**Primary Customers:**
- *Families*
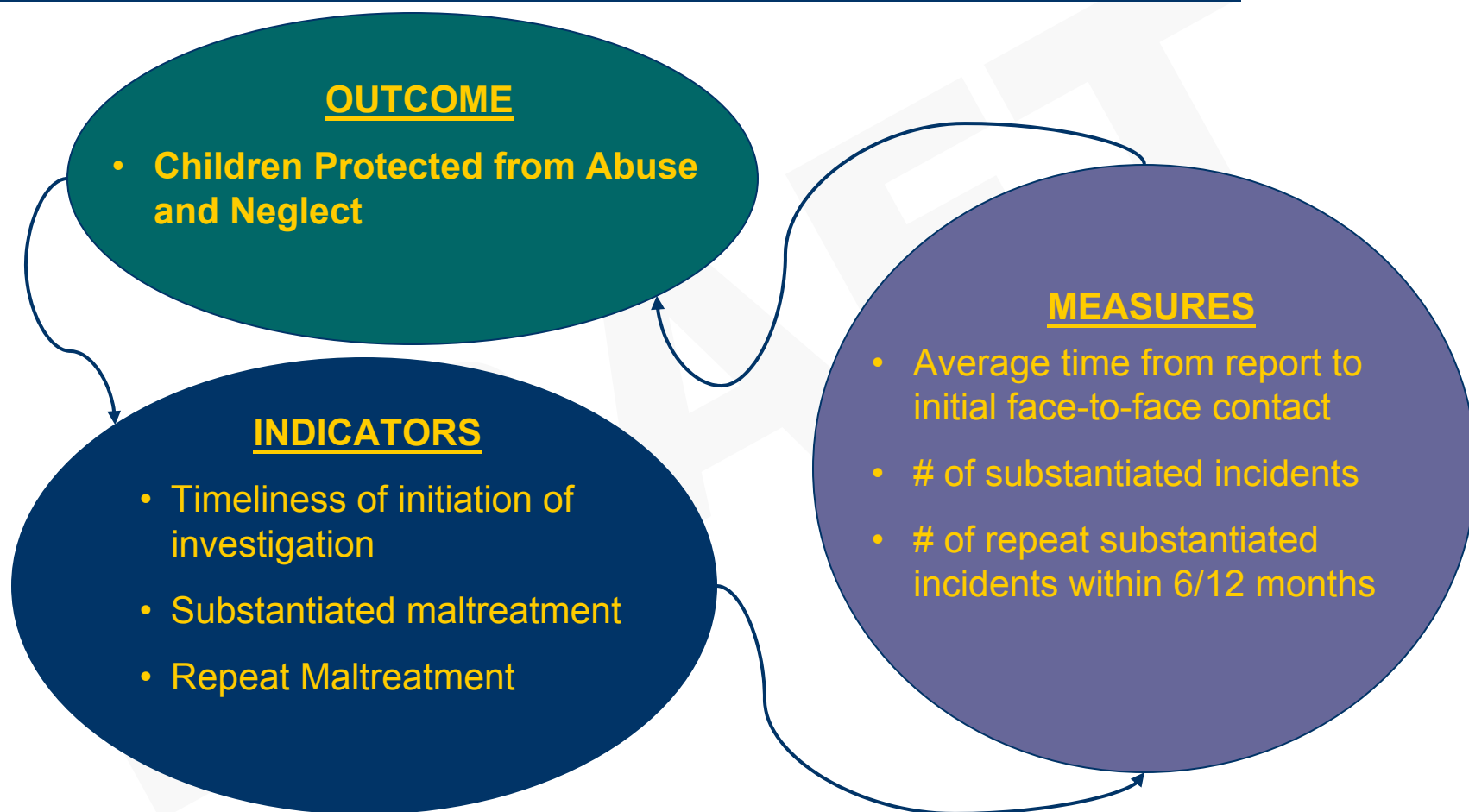- *Communities*

MEASUREMENT
(Information Processing)

Primary Customers:
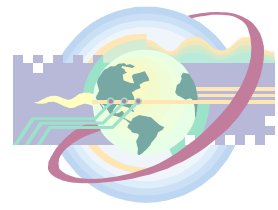- *DFCS Case Managers*
- *DFCS Management*
- *Providers & Partners*
- *State Government*
- *Federal Government*

•	**CHALLENGE:**	Two functions with different customers, and different but complementary requirements
•	**KEY:**	Balancing the two
•	**SACWIS Impact:**	SACWIS must support CM decisions and documentation occur as part of work activities

Safety Outcome Example

OUTCOME

- **Children Protected from Abuse and Neglect**

INDICATORS

- Timeliness of initiation of investigation
- Substantiated maltreatment
- Repeat Maltreatment

MEASURES

- Average time from report to initial face-to-face contact
- # of substantiated incidents
- # of repeat substantiated incidents within 6/12 months

Recommendations for Outcomes Achievement

- Align PSDS reporting period with the state fiscal year

- Improve data collection to enhance federal compliance – i.e. Identify agency foster children in a CPS report

- Fully implement SACWIS – Include all data elements necessary to measure performance indicators

- All statistical reports will be developed from single data source of SACWIS
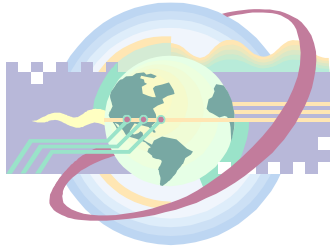
DFCS Case Management Future State-SACWIS Technology Recommendations

Safe Futures Initiative #8
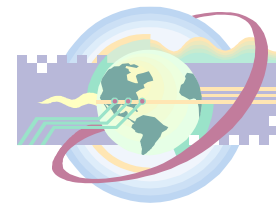
DFCS Case Management
Future State Recommendations – SACWIS Technology

- The BPR Team researched best practices of technology enablement of case management
- They applied these to SACWIS and are currently researching SACWIS applications

Common Intake		**Technology Support**
Single point of contact	→	Common intake regardless of County. Contact center Capability
Address multiple service needs	→	Online access to community directory and referral services, provider scheduling, exception services, service history
Consistency safety/risk criteria	→	Intelligent scripting with imbedded criteria
Expedite service delivery	→	Seamless and automated, case assignment/scheduling
Accurate data entry	→	Access comprehensive online history
Mandated reporter follow-up	→	System generated notification

- **Electronic bulletin board**
- **Contact Center**
- **Community service automated directory**
- **Internet access**
- **Mapping software**

- **Customer relationship management**
- **Workflow/service management/tracking reporting**
- **Interface with DJJ, DOE, $uccess, courts, MH, etc.**

DFCS Case Management
Future State Recommendations – SACWIS Technology

### Assessment/Investigation

- Eligibility/screening and authorization

- Expedited substantiation

- Integrated comprehension assessment

- Case tracking

Technology Support

→ Interface with TANF, Childcare, Child Support, M'CAID

→ Collateral documentation/validation

→ Tools for online collaborative use by providers and CMS
Tiered assessment
Includes common safety, risk, and family components

→ Document unmet needs, notifications, alerts, case Assignment/scheduling

- Portable workstations (data entry and status alerts)
- Portable networking for communications
- Integrated voice and data
- Electronic information sharing with providers, other state agencies
- Collaborative planning between agencies and providers

- **Workflow tracking**
- **Report generation**
- **Web access**
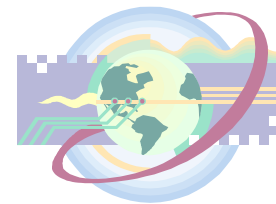
DFCS Case Management
Future State Recommendations – SACWIS Technology

Case Planning

– Differentiated response

– Expedited permanency

– Process documentation

– Case review/closure

Technology Support

Automated practice guidelines for service planning

Referral tracking; court processing

Needs/service matching contacts/feedback, track placement, document services, regulatory compliance and benefits, online provider payment, reminders/notification.
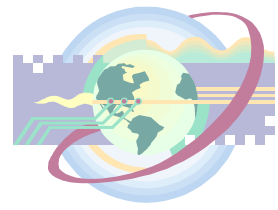
Automated Approvals

- Shared customer, services, staff, provider and funds data
- Report Generation
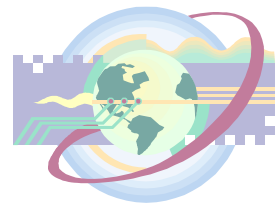- Scan supporting documents
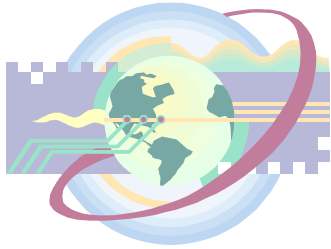
What's Different?
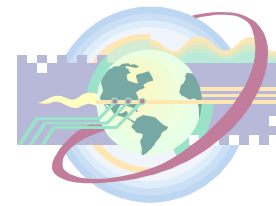
What's Different?
Future State Work

- Intake-Centralized source for information gathering/accessing services

- Referral to community/other agency services

- Tiered assessment process focuses on use of information and family participation across programs

- Plans and interventions are based on assessment results and incorporates best practice guidelines

- Cases are evaluated consistently based on measurable outcomes

- Enhanced Resource development services support parents throughout the foster and adoption process

- Case managers perform as facilitators, problem solvers, coordinators and educators
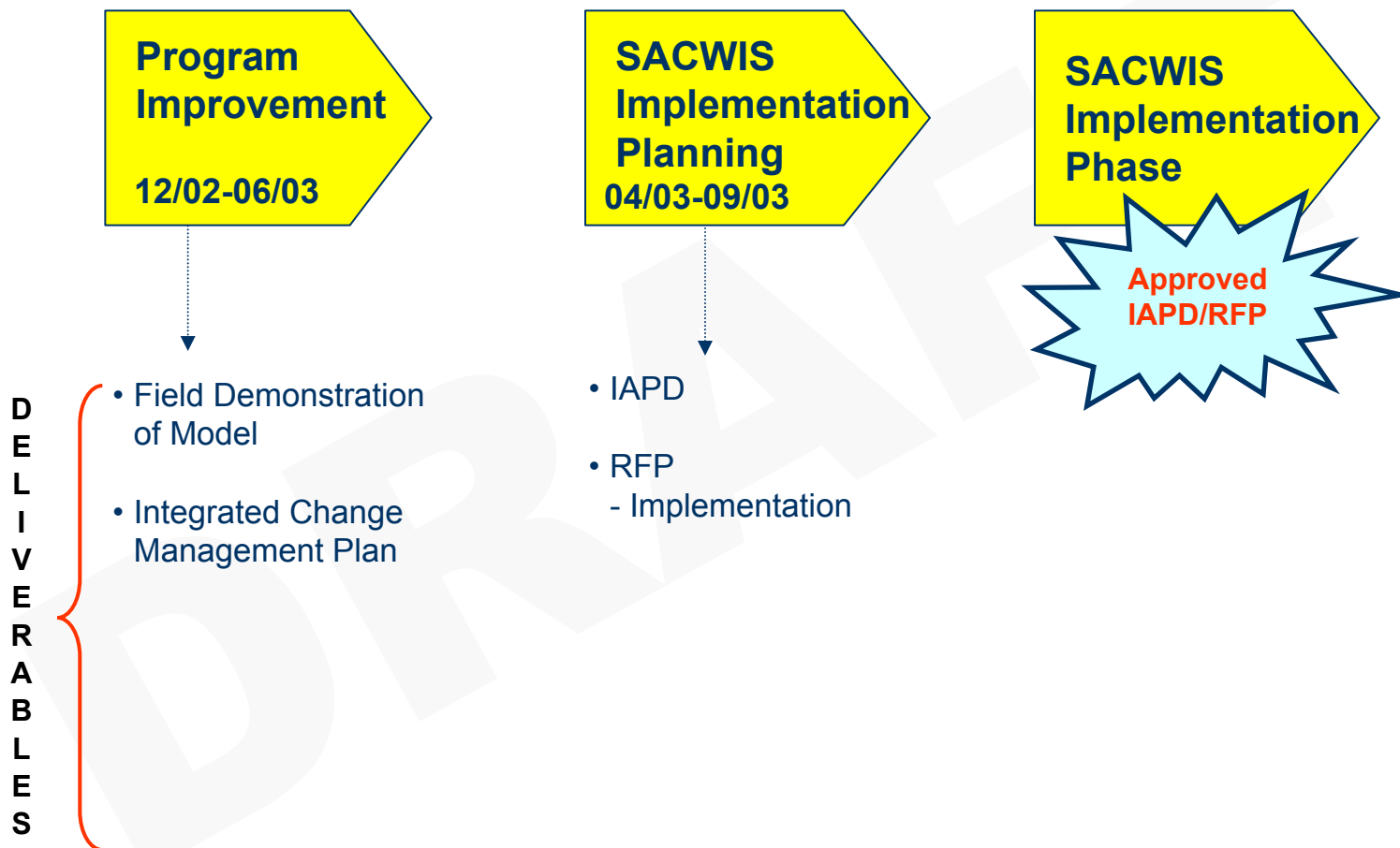
Future State Model Focus

- Service Integration (Adoptions)

- Shared Decision Making

- Professional Development

- Training

- Performance Management

- Policy Writing and Distribution

- Technology Requirements

- Standards of Practice

- Interactions with Other Sections, Divisions, and Agencies

SACWIS – Next Phase of Work

Program Improvement

12/02-06/03

SACWIS Implementation Planning
04/03-09/03

SACWIS Implementation Phase

Approved IAPD/RFP

D E L I V E R A B L E S

- Field Demonstration of Model

- Integrated Change Management Plan

- IAPD

- RFP
  - Implementation

PAPD – Key Project Dates

Project	Start	End
BPR/SACWIS Phase I Planning	7/01	5/03
BPR	7/01	7/02
Field Demonstration	12/02	3/03
Program Improvement	12/02	6/03
IAPD/RFP	4/03	9/03
IAPD/RFP (to ACF)	9/03	
Implementation Vendor	→	6/04
First Release	→	12/05
Second Release	→	12/06
Third (final) Release (fully operational)	→	12/07
Project closeout/ACF certification, warranty, holdbacks	→	12/08